

*Helping growth stage
companies thrive*

What we do

Fenji & Co provides consulting and executive coaching to small and mid-cap Tech companies to help them realise their potential. We are providing support in:



Strategy

Equity story, strategy review



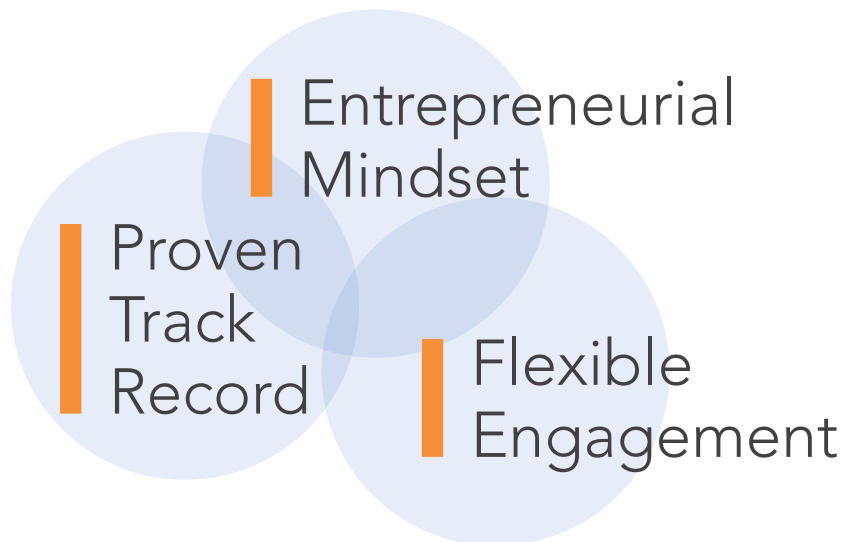
Commercialisation

Go to market, Sales efficiency, Pricing,
Business and Partnership development



Leadership Development

Recruit right, Keep/develop your staff, Personal Development,
Org Design, Ops and KPI setting



Why us?

All our staff are entrepreneurs themselves and we work closely with the founders of the business to provide:

- > Rapid and quantifiable impact
- > Sustainable path to fast growth

Who do we work with?

Mid-cap companies that are growing at a rapid pace.

We advise Executive teams and Boards

Fenji & Co's team has deep industry experience across medium and large corporates in the Financial, Telecom and Tech space. Our personal references from and relationships with experts as well as CEO, CTO, CSO and CMO level executives include

- > Several large telecom and cable corporates across Europe, both former national monopolies and more recent entrants
- > Global technology firms, their European business units and mid-tier software and services groups, ranging from system integrators to cyber security innovators
- > Fintech providers and corporates ranging from global card scheme to up and coming payments players
- > European and US media companies

Selected Case studies

Below is a short selection of projects that Fenji & Co delivered, from strategy development to supporting rollouts.

Fenji & Co has many more case studies in Telecom, Fintech, GameTech, MedTech, Consumer and B2B available as required.

Commercialisation

Commercial plan review for a SaaS Tech company

> **Benefits:** a company was looking at entering the HR Tech market and performing a channels assessment and pricing / commissioning level development. We worked with the management team to assess which target clients were the most promising (size of market * speed of sales conversion) and developed a plan and objectives to recruit the right channel partners.

Go to market review and partner selection for a MedTech

> **Benefits:** A MedTech company was looking at entering a crowded consumer space. We worked with them to change their go to market to focus on specific a segment of the B2B market (Pharmacy providers) to speed the launch. We also worked with the management to create a new pitch to investors resulting in securing further funding from two investors.

Development of business case for a payment Tech to diversify into digital (mobile) products

> **Benefits:** a client incumbent payment platform wanted to diversify and protect their revenues. We worked with them on developing the Business Case to present to their board, considering technology and client needs as well as validating take-up assumptions. By talking to retailers and banks to understand what their rollout plans we were able to assess if a critical threshold was ever going to be reached.

Entry strategy and rollout support for multi-country mobile consumer solution

> **Benefits:** project resulted in company entering 4 (emerging) countries by understanding the regulation and competition and finding the right partner for the launch.

Support of a mid-cap Tech company to review their operating model and organisation to fit better with their growing needs and activities.

> **Benefits:** project resulted in company hiring 2 new VPs and splitting the role of Product VP in two. We also set up the KPIs for the new roles.

Executive Team Development

> **Benefits:** a Challenger bank needed to build and develop a high quality executive team that worked well together to deliver an ambitious strategic plan. We worked with the CEO and the newly formed team to ensure clarity and alignment around the team's goals, team member roles and responsibilities, team processes (such as decision-making and prioritisation), team behaviours and monitoring of team performance.

Leadership Development

Selected Bios



TELECOM & TECH

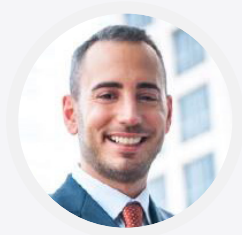
Fred@fenjiandco.com

Fred advises fast growing Tech companies by helping them solve key operational challenges during the scaling-up phase.

Fred started his career as a programmer then moved into marketing at Nokia. In 2004 Fred was a founder of Greenwich Consulting, a professional services business focused on the Telecom Media and Tech sectors. Greenwich grew to 200 consultants across 6 offices and was sold to EY in 2013. Fred was on the board of Greenwich and enjoyed the challenges of growing a business internationally and eventually selling it.

After the sale, he joined EY as Partner in their advisory practice and worked on Digital Solutions with the EY Global Centre.

He holds an MBA from INSEAD and an engineering degree from ENSEM in France. He is a regular contributor to print and TV media such as Reuters, FT, NYT, BBC and The Guardian. He has also written White Papers, most recently co-authoring a Digital Payment paper with law firm Olswang and a paper on The value of IP Reach with the GSMA.



FINTECH+B2B

Stefanod@fenjiandco.com

Stefano is a cross-culturally proficient senior executive with global experience in start-up management, product development and building and leading teams across multi-channel businesses.

At goSwift, before appointed to COO role, he oversaw growing the business in Europe and developing new products and services on the consumer products, especially Value Added Services for increasing engagement and rewarding shopping experiences both mobile and online.

Stefano worked at Buongiorno for 12 years from its start-up up to the sale of the company to DOCOMO Europe. Stefano supported the growth of Buongiorno covering different roles globally from operational management to leading the team for the launch new innovative services around social media aggregation and location based e-commerce.

Stefano holds a Bachelor of Engineering and Business Economics from the University of Parma, Italy.

Selected Bios



**LEADERSHIP
DEVELOPMENT**

nickw@fenjiandco.com

Nick supports early-stage companies build effective leadership teams, develop leaders and establish cultures that enable differentiation, growth and performance.

Nick has been a successful executive as Chief Business Officer at fast-growth healthcare technology company, DrugDev, with responsibilities for people, operational excellence and quality. As a senior principal at Oliver Wyman Delta and Heidrick & Struggles Leadership Consulting, Nick shaped organisational, cultural and behavioural change in companies of all sizes from prominent ASX-50, NYSE-100 and FTSE-50 companies to start-ups.

His global, multi-sector client list includes Bioenergy Infrastructure Group, Seabury Consulting, Tandem Bank, Kabbee, RBS, Westpac, NASA, Blue Cross Blue Shield, Transurban, Aurizon, nib, SA Power Networks, Denham Capital, EDF Energy, Cobham, Aviva, Unilever, Lloyds TSB, Linklaters, UBS, BT, CEMEX, Resolution Life.

Nick holds BA(Hons) and MA degrees in law from Oxford University. Nick has published numerous papers on leadership including "Talent for Change in Banking", "Leadership in Crisis: Challenges and Opportunities" and "Bridging the Gap".



**ECOMMERCE
AND B2C**

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Marcus Englert is a dedicated expert in digitization strategies for media companies, online video, advertising and ad technologies, TV and TV infrastructure, diversification, innovation, venture capital and e-commerce as well as B2C business models. He advises both leading European media companies (TV, print, online) and major infrastructure operators.

Marcus holds a Master degree in Physics from the University of Munich and received a PhD at the European Center for Nuclear Research, CERN in Geneva, Switzerland. Furthermore, Marcus holds a MBA with Distinction from the European Institute for Business Affairs, INSEAD in Fontainebleau, France. Marcus worked as a consultant at The Boston Consulting Group for four years and also held different leading positions in the media industry. He now is a General Partner of Texas Atlantic Capital, a VC company focusing on technology, software, media and e-commerce and he is the Chairman of Rocket Internet SE.

Selected Bios



B2B AND MEDIA

patricku@fenjiandco.com

Patrick is passionate about helping digital challengers and incumbents find and implement no-nonsense, organic and inorganic strategies that help them win in today's highly competitive and fast-changing marketplace.

With more than 20 years experience in the TMT sector, Patrick has held senior and C-level positions in operational management, strategy, business development and marketing at blue-chip media companies including Clear Channel, Chellomedia / Liberty Global, ITV and A&E Networks.

Amongst other things, he played a leading role in growing Clear Channel's digital revenues to more than \$500m, led the ITV-team launching Project Kangaroo (the 'British Hulu', and the largest VOD player outside the US before UK government intervention), raised hundreds of millions in debt and equity financing, and completed more acquisitions and partnerships than he cares to admit.

Patrick trained as an investment banker at JP Morgan and a strategy consultant at Marakon Associates. He also holds an MBA from INSEAD.
